



**US Army Corps  
of Engineers** ®

Huntsville, US Army Engineering  
and Support Center



# Strategic Doctrine

This pamphlet summarizes a number of strategic guidance documents affecting the U.S. Army Engineering and Support Center, Huntsville. It also explains how Huntsville Center supports the U.S. Army Corps of Engineer's strategic guidance.

# Army Values



**Loyalty** - Bear true faith and allegiance to the U.S. constitution, the Army, and other Soldiers. Be loyal to the Nation and its heritage

**Duty** - Fulfill your obligations

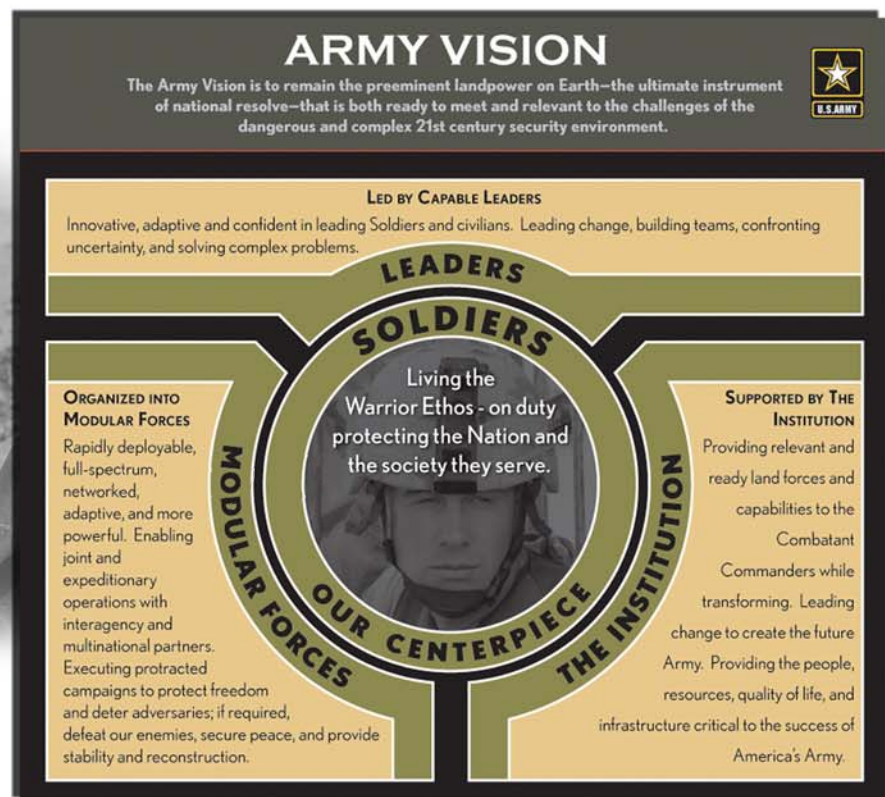
**Respect** - Rely upon the Golden Rule

**Selfless Service** - Put the welfare of the Nation, the Army and your subordinates before your own. Selfless service leads to organizational teamwork and encompasses discipline, self-control, and faith in the system

**Honor** - Live up to all the Army values

**Integrity** - Do what's right, legally and morally

**Personal Courage** - Face fear, danger, or adversity (both physical and moral)



## Army Mission

Our mission is enduring: To provide necessary forces and capabilities to the Combatant Commanders in support of the National Security and Defense Strategies



# Army Goals

## **The Army Plan to Enable Mission Accomplishment**

The Army Plan consists of four overarching, interrelated strategies, to enable mission accomplishment and to achieve the Army Vision over time. This plan accelerates the redesign of the forces, support structures, and headquarters that are accomplishing our mission today. This plan also guides our initiatives to provide the Combatant Commanders the assets to protect the Nation today and tomorrow.

### **The Army is:**

#### **Providing relevant and ready landpower for the 21st century security environment;**

- Support Current Global Operations with Ready Relevant Landpower
- Build a Campaign Quality Modular Force with Joint and Expeditionary Capabilities for Today and Tomorrow

#### **Training and equipping Soldiers to serve as warriors and growing adaptive leaders;**

- Reinforce Our Centerpiece: Soldiers as Warriors
- Train Soldiers
- Enhance the Combat Training Centers
- Grow Adaptive Leaders
- Equip our Soldiers

#### **Sustaining an All-Volunteer force composed of highly competent Soldiers who are provided an equally high quality of life;**

- Recruit and Retain the All-Volunteer Force
- Care for Soldiers and Army Families
- Improve Soldier and Family Housing

#### **Providing infrastructure and support to enable the force to fulfill its strategic roles and missions.**

- Adjust Global Footprint to Create “Flagships of Readiness”
- Implement Business Transformation Initiatives
- Develop the Landwarnet Institutional Infrastructure



**ARMY STRONG.™**





# USACE Strategic Messages

## Strengthening Our National Security

Through times of peace and war, the U.S. Army Corps of Engineers supports the efforts of our Armed Forces as they protect and defend our nation by supplying innovative engineering and technical solutions when and wherever we are needed.

## Energizing the Economy

The Corps is important to many aspects of our Nation's economy. Our water resources infrastructure plays a critical role in the success of our vibrant, dynamic economy by keeping goods and services moving. Our infrastructure protects us from natural and manmade disasters. We are working with our partners on the federal, state, and local levels to ensure our Nation continues to move forward on an economically prosperous and sustainable path.

## Enhancing Our Environment

As our population and economy grow, our Nation must carefully manage and enhance our environmental resources while ensuring prosperity for our children and future generations. This is a familiar challenge to the Corps, and we are ready, willing, and able to provide both leadership and partnership in this important arena.

## Working Openly and Collaboratively

The Corps is committed to working with our partners and stakeholders to develop technically sound, economically justified, and environmentally sustainable solutions in an open, transparent way.



Huntsville Center strengthens national security through construction of Access Control Points.

**Huntsville Center energizes the economy: fiscal year 2006 procurement figure totaled \$1.02 billion.**



Huntsville Center enhances the environment through cleaning up formerly used defense sites.



Huntsville Center works openly and cooperatively with all stakeholders.





## Corps Vision

**The U.S. Army Corps of Engineers - One Team: Relevant, Ready, Responsive, and Reliable proudly serving the Armed Forces and the Nation now and in the future.**

A full-spectrum Engineer Force of high quality Civilians and Soldiers, working with our partners to deliver innovative and effective solutions to the Nation's engineering challenges:

- An Army values-based organization
- Focused on the Mission and those we serve
- Dedicated to public service
- A vital part of the Army

## USACE Mission

The United States Army Corps of Engineers (USACE) serves the Armed Forces and the Nation by providing vital engineering services and capabilities, as a public service, across the full spectrum of operations - from peace to war - in support of national interests.

## Huntsville Center's Mission

The U.S. Army Engineering and Support Center, Huntsville, supports very specialized missions that require unique technical expertise in programs that are generally national or very broad in scope. The Center supports tasks not normally accomplished by a HQUSACE element; tasks that require a centralized management structure, integrated facilities or systems that cross geographic division boundaries; and tasks that require commonality, standardization, multiple-site adaption or technology transfers.

Unlike the Corps' traditional geographically-based organizations, the Center is not tied to water or other geographic boundaries.

Instead, Huntsville Center is able to provide specialized support to all of the Corps' divisions and districts throughout the world. This Web site contains information about programs and services as well as the business processes that have made the Huntsville Center a nationally recognized leader for quality within the federal government.



# USACE Campaign Plan Goals

## Goal 1. Support Stability, Reconstruction, and Homeland Security Operations

### Objectives:

- a) Improve support to Combatant Commanders (COCOMs) across the full spectrum of military operations including stability, reconstruction, and humanitarian support.
- b) Strengthen support to and institutionalize role for Department of Homeland Security (DHS) and DoD for homeland security protection, preparedness, and operations.
- c) Formalize USACE/ENCOM (Engineer Commands) role in Army and Joint doctrine, and in relationships with COCOMs.
- d) Improve responsiveness and readiness of USACE civilians to support contingency operations.
- e) Institutionalize engineer and technical support role with Defense, State, and other federal departments for Stability and Reconstruction Operations (S&RO).

## Goal 2. Develop Sound Water Resources Solutions

### Objectives:

- a) Revise policies, processes, and practices to support integrated Water Resources Management.
- b) Develop collaborative, effective, and efficient approaches to Water Resources problem solving that integrates with Sponsor, Stakeholder, Federal, and State agency efforts.
- c) Improve our regulatory processes to better balance the demands of sustainable development with environmental protection.
- d) Improve the ability of the Corps to produce technically sound solutions to future water resources challenges.

## Goal 3. Enhance Life-Cycle Infrastructure Management

### Objectives:

- a) Reinvent the MILCOM and Real Estate process to meet DoD Transformation needs.
- b) Reduce security risks to critical military and civil infrastructure.
- c) Improve the reliability of water resources infrastructure using a risk-based asset management strategy.
- d) Design and construct innovative civil and military infrastructure to meet our Nation's needs across the spectrum of operations.





# **Huntsville Center's Contributions to the USACE Campaign Plan Goals**



## **Goal 1. Support Stability, Reconstruction, and Homeland Security Operations**

- a.) Ordnance and Explosives Directorate's Coalition Munitions Clearance program supports Multi-National Corps — Iraq.
- b.) The Access Control Points and Electronic Security Systems programs are providing security measures at installations and other government facilities. The Chemical Demilitarization Directorate functions as the Life-Cycle Project Manager for continental U.S. facilities that use a variety of technologies to safely destroy the nation's stockpile of aging chemical weapons. Destroying the chemical stockpiles will eliminate the potential for accidents and terrorism and further protect the public and environment.
- c.) Planning and program support such as range design are critical to supporting our Soldiers and their training.
- d.) Over the past four years, Huntsville Center has kept more than 20 employees deployed to contingency missions each month.
- e.) Huntsville Center's Utility Monitoring Control Systems program is now a critical component of the Pentagon renovation. The Access Control Points and Electronic Security Systems programs are being used throughout other federal departments.

## **Goal 2. Develop Sound Water Resources Solutions**

Huntsville Center supports Military Programs, so it does not have a water resources mission.

## **Goal 3. Enhance Life-Cycle Infrastructure Management**

- a.) The Contracting Directorate has been instrumental in initiating innovative acquisition processes for MILCON Transformation. "Industry Days" were hosted in major cities across the United States to perform market research. The information solicited from industry at these events will be used to develop the solicitation of the 16 Centers of Standardization that Huntsville Center is responsible for designs. Factors such as set-asides and unrestricted projects will be incorporated into the solicitations based on the input.
- b.) Huntsville Center programs that reduce security risks for military and civil infrastructure include Access Control Points and Electronic Security Systems. Both are designed to monitor and protect critical facilities. For example, the team installed an electronic security system at Grand Coulee Dam.
- c.) Huntsville Center's mission is not funded for any water resources infrastructure work.
- d.) The foundation of Huntsville Center's programs is its experience and specialized engineering and contracting capabilities. Huntsville Center claims more than 15 programs that are Mandatory Centers of Expertise, Technical Centers of Expertise and Centers of Excellence.





## USACE Enabling Capabilities

Investing in these enablers will help us succeed in meeting the Commander's intent, and achieving our campaign goals and supporting objectives.

**Sustainability Ethic.** Fully incorporate a sustainability ethic in the planning, design, and operations of our products and services. Our sustainability ethic considers environmental, economic, and social factors.

**Learning Organization.** Continually seek improvements and share lessons and best practices learning both individually and organizationally, and invest in people, technology, and leadership development to foster adaptability, innovation, effectiveness, and performance.

**Expeditionary Mindset.** Adopt a cultural attitude that recognizes that we will be called to deploy around the globe, often with little notice, to support wartime or disaster recovery requirements. We must be agile, ready, and flexible enough to accomplish our continuing and contingency missions, both at home and abroad.

**Strategic Alliances.** Form, strengthen, and foster relationships in the joint and interagency environments to better accomplish our missions. Actively collaborate more effectively with our customers and stakeholders with a clear focus on external views and requirements.

**Consistent, Efficient, and Effective Business Processes.** Deliver products and services better, faster, cheaper, safer, and greener. This includes our common frameworks and tools (the Project Management Business Process, P2, etc.). While operating within our common business processes, we must ensure that we promote innovation and individual initiative.

**World-Class Workforce.** Attract, develop, and retain a world-class workforce. Identify, develop, maintain, and strengthen the technical competencies, knowledge management, and leadership that will be required to provide effective service to the Nation in the future. Build and enhance Communities of Practice as the basis for our technical leadership.

**Interdependence.** Increase our interdependence to best apply our limited resources and meet the demands of a dynamic environment. This includes realizing the benefits of our Regional Business Centers.

**Flexible Acquisition Tools.** Expand the suite of acquisition tools used to deliver our real property, design, construction, and other services to our customers. Apply the appropriate tools to specific products and services through sound acquisition strategies.



## Huntsville Center Supports USACE Enabling Capabilities

**Sustainability Ethic.** Huntsville Center's programs incorporate environmental regulations, value engineering, public comment and value engineering into their projects. Because Huntsville Center is a Center of Expertise for so many areas, it is actually leading the way in this process.

**Learning Organization.** Huntsville Center has been a leader in the Project Management Certification process. Its process, along with Baltimore's, was used as the basis for the new PMC process guidelines.

**Expeditionary Mindset.** Huntsville Center's worldwide mission requires an expeditionary mindset. With no geographic boundaries, Huntsville Center has consistently provided support to customers across the United States and to large projects in Russia and Iraq. More than 100 of Huntsville Center's 650 employees have volunteered for contingency missions over the last several years.

**Strategic Alliances.** As a reimbursable organization, Huntsville Center has developed a customer base that spans DoD and other government agencies. The Air Force has been a steady customer for Medical Programs. NASA's Marshall Space Flight Center used the Facilities Repair and Renewal Program for repairs at its Michoud facility in New Orleans following Hurricanes Katrina and Rita. The Pentagon and Capitol are both Utility Monitoring and Control Systems customers. Electronics Security System customers range from installations to the Smithsonian.

**Consistent, Efficient, and Effective Business Processes.** The Huntsville Center's International Standards Organization (ISO) 9001:2000 certification was achieved March 31, 2007. The ISO process complements Lean Six Sigma objectives but refining and improving processes to their most efficient state. Huntsville Center operates as a reimbursable organization so effective business processes are critical to its survival.

**World-Class Workforce.** Huntsville Center was awarded the Army Superior Unit Award for its support from February 2003 through December 2005. Individual Huntsville employees have regularly received high level awards the last few years. A Huntsville employee is part of the MILCON Transformation Team that will receive the DoD Value Engineering Achievement Award this May. For two years in a row, a Huntsville Center employee was selected as the Corps' Installation Support Employee of the Year. A Huntsville Center contracting officer received the Army's Acquisition Excellence Award in 2005. In 2004, the small and disadvantaged business utilization specialist received the Corps' Small and Disadvantaged Business Specialist of the Year.

**Interdependence.** Huntsville Center supports all of the Corps Regional Business Centers through its various programs. Huntsville Center's largest customer is other Corps organizations.

**Flexible Acquisition Tools.** Huntsville Center's Contracting Directorate continues to lead the way in Performance-Based Contracting. The Contracting Directorate is one of the cornerstones of Huntsville's unique mission.



# **USACE Environmental Operating Principles**

## **EOPs apply to all USACE Goals**

1. Strive to achieve Environmental Sustainability. An environment maintained in a healthy, diverse, and sustainable condition is necessary to support life.
2. Recognize the interdependence of life and the physical environment. Proactively consider environmental consequences of Corps programs and act accordingly in all appropriate circumstances.
3. Seek balance and synergy among human development activities and natural systems by designing economic and environmental solutions that support and reinforce one another.
4. Continue to accept corporate responsibility and accountability under the law for activities and decisions under our control that impact human health and welfare and the continued viability of natural systems.
5. Seeks ways and means to assess and mitigate cumulative impacts to the environment; bring systems approaches to the full life cycle of our processes and work.
6. Build and share an integrated scientific, economic, and social knowledge base that supports a greater understanding of the environment and impacts of our work.
7. Respect the views of individuals and groups interested in Corps activities, listen to them actively, and learn from their perspective in the search to find innovative win-win solutions to the Nation's problems that also protect and enhance the environment.

## **Huntsville Center Supports EOPs**

- The Ordnance and Explosives Directorate includes the Military Munitions Center of Expertise, Recovered Chemical Warfare Materials Design Center, Conventional OE Remediation and Removal Design Center and the Coalition Munitions Clearance Program in Iraq. The OE Directorate and its CX have been leaders in applying the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) process to formerly used defense sites.
- The Hazardous, Toxic and Radioactive Waste Center of Expertise may become part of Huntsville Center.
- Potential ordnance support to Afghanistan.
- Incorporating Leadership in Energy and Environmental Design (LEED) in all vertical military construction projects beginning in fiscal year 2008.
- The Chemical Demilitarization Directorate designed and built six chemical agent destruction facilities — two using alternative technology rather than incineration — where chemical weapons are being safely destroyed. Construction is underway at the final two facilities, which will also use alternative technologies.



# **MILCON Transformation Goals and Objectives**



- USACE will provide quality facilities up to 30% faster with a 15% reduction in cost
- USACE must acquire and execute like the private sector, and contractors must build on post as if they were building off post
- Facility service life will continue to be 50 years, and the facilities will meet all the life-safety and sustainability requirements of our traditional construction
- Commercially available materials that meet requirements will be used
- Standard functional and technical criteria will be used
- Greater emphasis will be placed on master planning
- Use of prototype models will replace design-build
- Partnerships are being forged with the Army and industry to facilitate meeting these goals

## **Huntsville Center Supports MILCON Transformation**

- Army Transformation/Base Realignment and Closure: Provide the Assistant Chief of Staff for Installation Management and Installation Management Command with programmatic support for facility planning and MILCON programming.
- Master Planning: Real Property Master Planning Digest, Long and Short Range Components, Installation Design Guide, Capital Investment Strategy, Special Studies.
- Requirements Analyses: Analyses of existing and required facilities for more than 90 Brigade level actions.
- Planning Charrettes: Ensure all stakeholders (installations, regions, districts, users and commanders) come to a consensus on the content of programming documentation to be submitted to ACSIM.
- DD 1391/ENG 3086 Review: Consistency review and cost validation.
  - Result: Defendable facility programming documentation submitted to the Office of the Secretary of Defense and Congress
  - Consistent planning documents, objective identification of facility needs, supports prioritization of funding, confidence in programming documentation
- Relocatable Buildings: Provided 950 economic analyses for relocatable facilities at 39 installations.
- Range Modernization: Provide planning, programming, design and construction support to Army G-3 for the Army's \$300 million Range Modernization Program, more than 200 projects worldwide. Standardized criteria and design, consistent engineering processes, products and deliverables. So far, total MILCON programming savings equals \$43.2 million from fiscal year 2005-2007.



## USACE 2012 Guiding Principles

The following primary principles form the philosophical underpinnings that drive the concept of operation and organization under USACE 2012:

**ACT AS “ONE CORPS.”** Align and operate as one Corps with the primary responsibility, authority, tasks, and activities at each echelon commensurate with the appropriate role. Promote the concept of mutual-interdependence throughout the organization while aligning expertise with the work.

**ACT AS “ONE HEADQUARTERS.”** HQUSACE and the Division echelons are aligned and operate seamlessly as one headquarters and issues are resolved after only one staff level review. The lowest level possible is empowered to action. Functions at each level, add value and eliminate redundancies. Program oversight and integration occur at the Washington Headquarters, and program management takes place at the Regional level.

**WASHINGTON HEADQUARTERS FOCUS.** Washington Headquarters is focused primarily on strategic learning, planning and direction, national relationships, policy development, and creating conditions for success of the entire organization.

**DIVISION OFFICE FOCUS.** Division offices are focused on creating conditions for success that enable the achievement of missions within the Regional Business Center (RBC) through the accomplishment of command and control, regional interface, program management, quality assurance, and operational planning and management of the RBC.

**ACTUALIZE THE RBC.** The RBC is used to effectively and efficiently utilize regional resources and expertise through the concept of mutual-interdependence.

**DISTRICT OFFICE FOCUS.** District offices are focused on mission execution of the work assigned by the RBC. The mission is accomplished by the District Commander exercising command and control of the District, quality control of projects and work products, and co-production with Partners, District customers, and other Districts. District offices also provide support to the Region as determined by the RBC.

**RETAINING TECHNICAL EXPERTISE.** Implementation of Communities of Practice will allow us to retain the critical element of technical expertise.



**More than 100  
Huntsville Center  
employees supported  
the Hurricane Katrina  
contingency mission.**



## USACE

# Project Management Business Process Principles

1. One project, one team, one project manager
2. Plan for success and keep commitments
3. The Project Delivery Team is responsible for project success
4. Measure quality with the goals and expectations in the Project Management Plan
5. Manage all work with the Project Management Business Process, using corporate automated information systems
6. Build effective communications into all activities and processes
7. Use best practices and seek continuous improvement



**Huntsville Center provided support for the implosion of Tencza Terrace at Fort Myer, Va.**

## Huntsville Center Applies PMBP



**Huntsville Center uses Building Information Modeling to design the standard design for child development centers.**

- Using ISO 9001:2000 processes and documentation, along with measures to validate project success, Huntsville Center seeks best practices and continuous improvement.
- Huntsville Center also uses corporate automated information systems to manage all work with the PMBP.
- EKO is used as a management and communication tool for several Army-wide program, including Army Transformation, Access Control Points, Facility Deconstruction/Demolition and Energy Programs.